



Consolidated financial data

| | | (millions of yen) | | | | | | | | | | (thousands of U.S. dollars) | |
|-----------------|---|-------------------|-----------|-----------|-----------|-----------|-----------|-----------|------------|------------|------------|-----------------------------|-------------|
| | | 2014/3 | 2015/3 | 2016/3 | 2017/3 | 2018/3 | 2019/3 | 2020/3 | 2021/3 | 2022/3 | 2023/3 | 2024/3 | |
| For the year: | Revenues | ¥228,263 | ¥213,854 | ¥202,637 | ¥215,719 | ¥231,432 | ¥204,131 | ¥220,717 | ¥221,256 | ¥249,908 | ¥258,107 | ¥255,857 | \$1,690,724 |
| | Profit before income taxes | 16,478 | 4,425 | 6,032 | 6,608 | 13,456 | 8,986 | 9,093 | 6,089 | 11,423 | 12,444 | 11,825 | 78,139 |
| | Profit attributable to owners of parent | 5,009 | 2,817 | 3,334 | 3,517 | 6,006 | 6,391 | 5,118 | 4,119 | 6,940 | 6,419 | 7,034 | 46,482 |
| At year-end: | Total assets | ¥703,093 | ¥808,732 | ¥828,943 | ¥860,483 | ¥906,495 | ¥895,683 | ¥997,511 | ¥1,057,654 | ¥1,030,617 | ¥1,055,876 | ¥1,117,363 | \$7,383,621 |
| | Total net assets | 78,497 | 105,927 | 101,027 | 108,822 | 110,990 | 105,999 | 105,249 | 113,885 | 121,740 | 128,815 | 136,790 | 903,919 |
| Per share data: | Net assets | ¥3,322.57 | ¥3,453.70 | ¥3,529.64 | ¥3,675.84 | ¥3,927.22 | ¥4,131.64 | ¥4,306.21 | ¥4,438.33 | ¥4,794.13 | ¥5,085.69 | ¥5,374.76 | \$35.52 |
| | Basic net income | 232.63 | 130.81 | 154.85 | 163.35 | 278.93 | 296.81 | 237.66 | 191.29 | 322.37 | 298.143 | 326.662 | 2.16 |
| | Cash dividends | 44.00 | 44.00 | 44.00 | 44.00 | 50.00 | 55.00 | 60.00 | 60.00 | 74.00 | 110.00 | 130.00 | \$0.86 |
| Key indicators: | Dividend payout ratio (%) | 18.9 | 33.6 | 28.4 | 26.9 | 17.9 | 18.5 | 25.2 | 31.4 | 23.0 | 36.9 | 39.8 | — |
| | Equity ratio (%) | 10.2 | 9.2 | 9.2 | 9.2 | 9.3 | 9.9 | 9.3 | 9.0 | 10.0 | 10.4 | 10.4 | — |
| | Price earnings ratio (Times) | 9.25 | 14.59 | 10.22 | 10.46 | 7.35 | 5.73 | 7.74 | 10.59 | 6.44 | 8.47 | 11.74 | — |
| | Return on equity (%) | 7.2 | 3.9 | 4.4 | 4.5 | 7.3 | 7.4 | 5.6 | 4.4 | 7.0 | 6.0 | 6.2 | — |
| | Return on assets (%) | 2.3 | 0.6 | 0.7 | 0.8 | 1.5 | 1.0 | 1.0 | 0.6 | 1.1 | 1.2 | 1.1 | — |
| | Number of employees | 625 | 666 | 686 | 725 | 755 | 767 | 784 | 811 | 812 | 866 | 880 | — |

The U.S. dollar amounts represent translation of Japanese yen, for convenience only, at the rate of ¥151.33 = U.S.\$1.00 in effect on March 31, 2024.

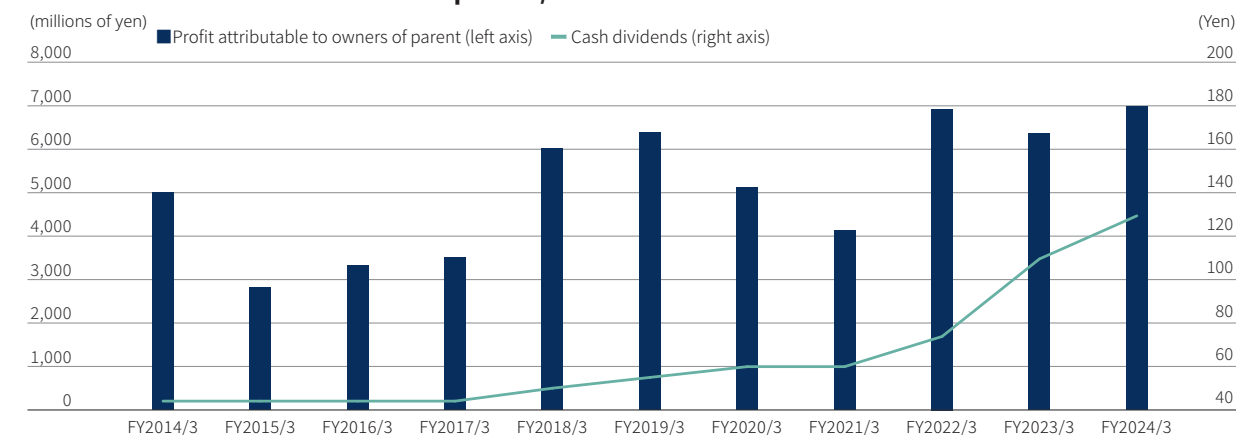
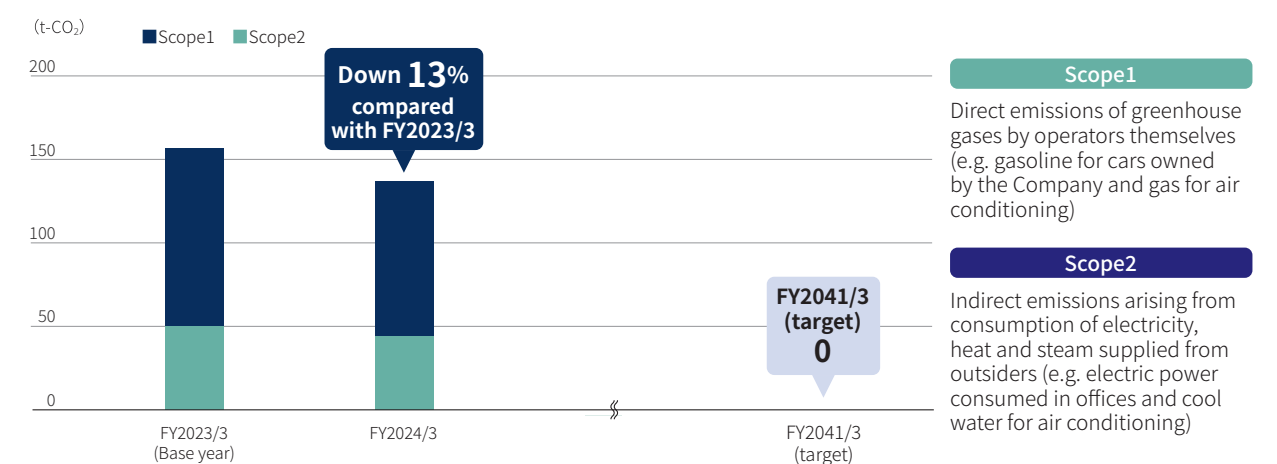
Non-financial (non-consolidated)

| For the year: | | 2014/3 | 2015/3 | 2016/3 | 2017/3 | 2018/3 | 2019/3 | 2020/3 | 2021/3 | 2022/3 | 2023/3 | 2024/3 |
|--|------------------|--------|--------|--------|--------|-------------------|-------------------|-------------------|-------------------|-------------------|--|----------------|
| CO ₂ emissions (t-CO ₂)* ¹ | Total (Scope1,2) | 908 | 718 | 561 | 389 | 379* ² | 371* ² | 371* ² | 349* ² | 331* ² | 157* ² | 137 |
| | Scope1 | — | — | — | — | 94* ² | 83* ² | 83* ² | 56* ² | 51* ² | 50* ² | 44 |
| | Scope2 | — | — | — | — | 285* ² | 287* ² | 288* ² | 294* ² | 280* ² | 107* ² | 93 |
| | Scope3 | — | — | — | — | — | — | — | — | — | 561,580* ² (613,439)* ⁶ | — |
| Energy use volume (crude oil conversion kL)* ^{1,2} | | 421 | 324 | 269 | 167 | 163 | 158 | 157 | 161 | 160 | 170 | 141 |
| Number of female managers* ³ | | 3 | 3 | 5 | 7 | 4 | 5 (19) | 7 (22) | 10 (27) | 11 (26) | 13 (28) | 15 (27) |
| Ratio of female managers(%) | | 1.6 | 1.6 | 2.0 | 2.8 | 1.4 | 2.4 | 3.2 | 4.4 | 5.0 | 5.5 | 6.7 |
| Rate of return from childcare leave (%) | | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 95.5 | 94.0 | 100.0 |
| Average monthly overtime (h)* ³ | | 34.8 | 30.5 | 27.0 | 25.5 | 22.9 | 21.1 | 22.1 | 22.0 (21.1) | 22.9 (22.5) | 23.0 (22.9) | 28.1 (27.3) |
| Paid leave acquisition rate (%)* ³ | | 55.9 | 58.1 | 61.1 | 63.9 | 64.7 | 66.6 | 68.7 | 61.2 | 66.5 (66.8) | 70.9 (70.9) | 71.9 (72.2) |
| Turnover rate (%)* ⁴ | | 5.5 | 7.0 | 4.5 | 4.5 | 5.3 | 5.3 | 4.1 | 3.9 | 4.1 | 5.2 | 5.1 |
| Stability of new graduates hired (%)* ⁵ | | — | 100.0 | 87.5 | 80.0 | 100.0 | 100.0 | 93.3 | 93.8 | 100.0 | 78.6 | 89.5 |
| Compliance training participation rate (%)* ¹ | | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 |
| Information security training participation rate (%)* ¹ | | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 |

*1 Consolidated results. *2 Verified by a third party. *3 Figures in parentheses are the results on a consolidated basis. *4 Excluding retired worker.

*5 Retention rate of 3 year after joining new graduate. *6 Refinement (Add Category 13 Downstream leased assets)

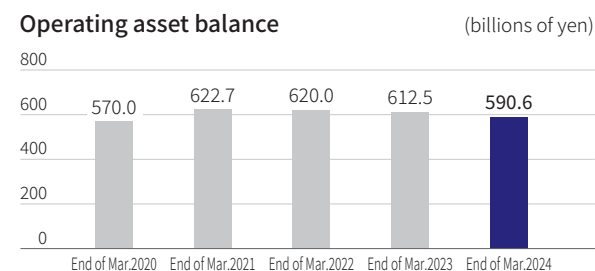
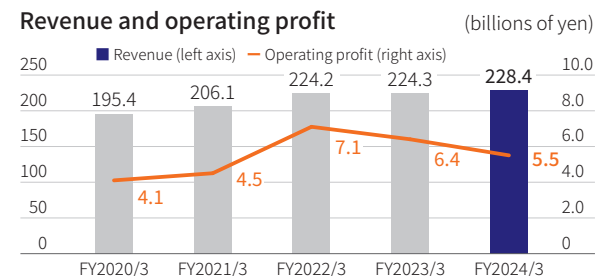
● Profit attributable to owners of parent/Cash dividends

● CO₂ emissions

Segment information

Leasing Business

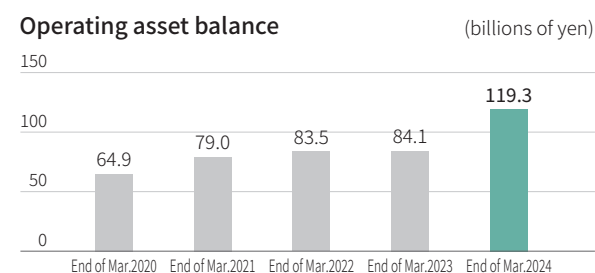
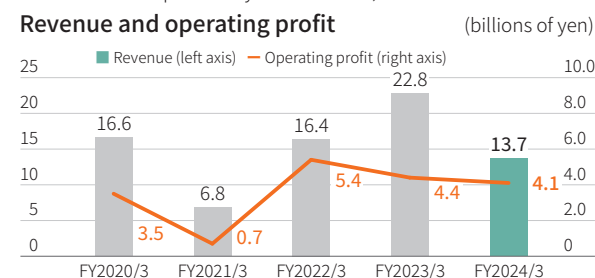
- Main operations**
- Leasing, rental and installment sales of information and communication equipment, office equipment and various other types of facilities and equipment
 - Sales of goods related to leasing, sales of properties after the expiration or premature cancellation of lease contracts, maintenance services for leased items and others



Business Overview Although income decreased year on year due to a large asset sale in the previous fiscal year and the recording of credit costs, basic earnings are improving.

Investment Business

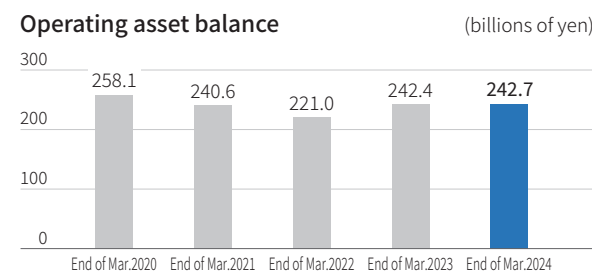
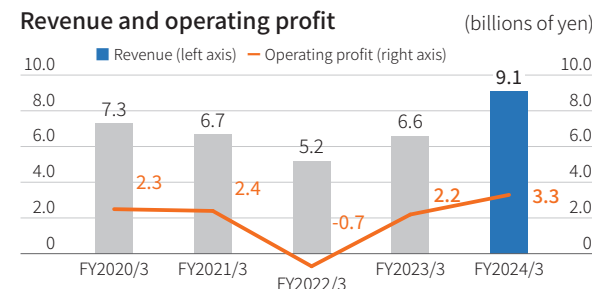
- Main operations**
- Investments in business ventures aimed at earning gains on the sale of securities
 - Asset, real estate and advisory services businesses operated by RISA Partners, Inc.



Business Overview Although revenue decreased mainly due to the large-scale real estate sales in the previous fiscal year, operating profit remained flat year on year due to the steady accumulation of income.

Finance Business

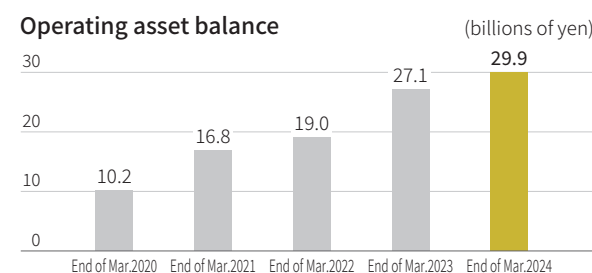
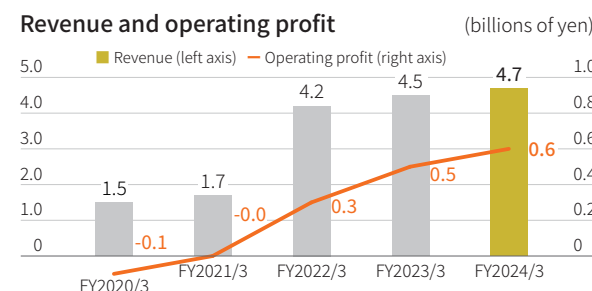
- Main operations**
- Money loans, factoring and securities investments aimed at generating dividend revenue and others



Business Overview Both revenue and income rose year on year mainly due to an increase in dividend revenue and interest income, as well as the sale of securities.

Other Business

- Main operations**
- New business in the areas of energy, tourism, agriculture and healthcare, private finance initiative (PFI) and public private partnership (PPP) projects and other services



Business Overview Both revenue and income rose year on year due to progress in commission revenues, healthcare, solar power, and other initiatives, as well as asset sales.

Corporate data (as of March 31, 2024)

| | |
|---------------------|---|
| Company name | NEC Capital Solutions Limited |
| Head office | Shinagawa Intercity C building, 15-3 Konan 2-chome, Minato-ku, Tokyo, 108-6219, Japan Tel. +81 (0)3 6720 8400 |
| Start of operation | November 30, 1978 |
| Representative | Masaaki Suganuma, President |
| Main business | Leasing (Leasing for Information and Communication Equipment, Office Equipment, Industrial Equipment and others), Installment Sales, Business Loans, Factoring Services Other (Business Outsourcing and Sales of Used Equipment, etc.) |
| Paid-in capital | 3,783.44 million yen |
| Stock listing | Tokyo Stock Exchange, Prime Market Stock code: 8793 |
| Closing of accounts | March 31 |
| Number of employees | 698 (consolidated 880) |

| | |
|----------------------------|---|
| Main banks | Sumitomo Mitsui Banking Corporation Sumitomo Mitsui Trust Bank, Limited MUFG Bank, Ltd. Mizuho Bank, Ltd. Development Bank of Japan Inc. |
| Major affiliated companies | RISA Partners, Inc. Reboot Technology Services and Capitech Limited Innovative Venture Investment Limited Partnership NEC Financial Services, LLC NEC Capital Solutions Singapore Pte. Limited NEC Capital Solutions Malaysia Sdn. Bhd. AIRA Leasing Public Company Limited, etc. |
| Domestic network | 30 offices |
| Enterprise rating | <ul style="list-style-type: none"> Rating and Investment Information, Inc. (R&I) Long term A- Short term a-1 Japan Credit Rating Agency, Ltd. (JCR) Long term A Short term J-1 |

Share information (as of March 31, 2024)

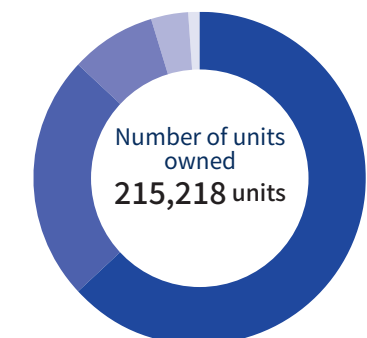
Basic information

| | |
|------------------------------|-------------------|
| Number of shares authorized | 86,000,000 shares |
| Number of shares issued | 21,539,071 shares |
| Number of shares in one unit | 100 shares |
| Number of shareholders | 28,809 |

Principal shareholders

| Shareholders | Number of shares | Voting rights(%) |
|---|------------------|------------------|
| NEC Corporation | 8,110,000 | 37.65 |
| Sumitomo Mitsui Finance & Leasing Co., Ltd. | 5,373,000 | 24.94 |
| The Master Trust Bank of Japan, Ltd. (Trust Account) | 1,089,600 | 5.05 |
| Custody Bank of Japan, Ltd. | 329,700 | 1.53 |
| DFA INTL SMALL CAP VALUE PORTFOLIO | 209,511 | 0.97 |
| SUMITOMO LIFE INSURANCE COMPANY | 200,000 | 0.92 |
| Mitsui Sumitomo Insurance Company, Limited | 112,000 | 0.52 |
| STATE STREET BANK AND TRUST COMPANY 505223 | 68,764 | 0.31 |
| JPMorgan Securities Japan Co., Ltd. | 67,433 | 0.31 |
| NEC Capital Solutions employee shareholding association | 65,254 | 0.30 |

Classification of shareholders (excluding those with less than 1 unit)



| | |
|---|-----------------------|
| Other corporations | 135,961 units (63.2%) |
| Individuals/private and other investors | 51,121 units (23.8%) |
| Financial institutions | 17,871 units (8.3%) |
| Non-resident investors | 8,234 units (3.8%) |
| Financial services providers | 2,031 units (0.9%) |

Disclaimer

The statements in this publication with respect to the Company's current plans, strategies and decisions are forward-looking statements, unless they are historical facts. Such forward-looking statements are based on management's assumptions and decisions in light of the information currently available and involve risks and uncertainties. Because these forward-looking statements could materially differ from actual results due to various factors, readers are advised not to place undue reliance on them.

* In connection with the revision to reportable segments, data involving retrospective modification are presented for the period from the fiscal year ended March 31, 2020 to the fiscal year ended March 31, 2021.
* Excluding adjustments for operating profit (company-wide costs not allocated to each segment).